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# INSCOM JOURNAL



Ron Crabtree retires--  
see page 8



# INSCOM JOURNAL

**May-June 1992**  
**Volume 15, No. 5**

**INSCOM  
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**Soldiers use image interpreters in Saudi Arabia during Desert Storm. (U.S. Army photo)**

## Features

- 4 **INSCOM Image Interpreters find the enemy**
- 6 **Memorial Day: Remembering those who fell**
- 8 **Ron Crabtree: Thirty-six years of service**
- 10 **Cover art by Ron Crabtree**
- 13 **WW II Artwork: An invaluable record of what war was like**
- 14 **Recognizing Americans with Asian-Pacific backgrounds**
- 15 **To my Soldier**
- 16 **Mythological patron poses WAC attributes**
- 17 **The contributions of women in military intelligence**

## Departments

- 1 **Commentary**
- 2 **CG's Corner**
- 3 **CSM's Corner**
- 18 **IG News**
- 19 **Reserve Affairs**
- 20 **Historian's Corner**
- 22 **Security Reminder**
- 23 **Civilian Personnel Info**
- 24 **For Your Information**

The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, VA 22060-5370. Third class postage paid at Alexandria, VA. POSTMASTER: Send address changes to the *INSCOM Journal*, U.S. Army Intelligence and Security Command. ATTN: IAPA, Fort Belvoir, VA 22060-5370.

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# The Corps is on the offensive

**By CSM Luther Moore Jr.  
Brigade Command Sergeant Major  
66th MI Brigade**

Discussion on voluntary separation started out as a roar but is just a whisper now. I suspect that's because most soldiers have made their decisions and are making plans to proceed accordingly. There's strong evidence that the entire Army has recognized that drawdown is a fact of life and has decided to make the best of it.

That leads me to a point that concerns me greatly: Does the NCO Corps take care of itself? As I was making my way up through the ranks, one of the things that always made life as an enlisted soldier fulfilling was knowing that no matter how tough times were, there was always an NCO whose shoulder I could lean on, whose advice I could count on, whose mentoring of me would take me to higher levels.

Now that we are transitioning to a smaller Army, I believe NCOs must make a commitment to those things that have earned us respect from our soldiers and officers. We must continue to go forth and conquer, as the brigade commander says. We accomplish that by fine tuning our attitudes, mindsets and way of conducting business with one another.

I recognize that this fine tuning must originate from the one place it should—the chair I occupy at the brigade headquarters. With that clear in everyone's mind, let it be known that I'm enlisting the aid of every NCO to initiate an offensive that will bring credit to the NCO Corps, establish a more open line of communication among us, and deliver us from the habits that erode the faith, trust and confidence we have in one another.

If you conclude that I think all is not well in the NCO Corps, move to the front of the line. You're not too far off. To some extent we do discredit the fine tradition of the NCO Corps. For the two decades that I've been involved in this business of leading soldiers, the NCO has been a problem solver, not a whiner or someone looking for others to blame. The NCO should be part of the solution, if not the solution, to any problem. How many of us can look ourselves in the mirror and say that we look at each problem, assess it and seek viable resolutions? How many of us consult with our fellow NCOs,—juniors, peers and seniors—to help find these solutions? Who considers this consultation an insult to your ability to handle difficult situations?

There is no dishonor in seeking the advice of our contemporaries. Dishonor comes when we take a problem, elevate it to the rumor mill and destroy the integrity of the NCO Corps, all the while violating the trust and respect our soldiers expect

us to maintain. We must stop talking about one another and start talking to one another in an effort to solve problems. If we continue talking about one another, all we'll do is create another problem that at some point is going to require fixing. It's better to never have the problem come up. Simply stated, talk less about our fellow NCOs and listen more to the soldiers who need help and the NCOs who are willing to help.

We have a line of communication, but the messages being transmitted aren't always clear, to the point or complete. Instead, we gripe and complain when we should be doing those things required of true professionals. (Remember, "No one is more professional than I!") It is beyond naive to think that everything we're required to do in life will please us. There will always be requirements we may not like or agree with. That doesn't make the requirement go away although it may affect the enthusiasm and intensity with which we satisfy the requirement. For several reasons the requirement will be satisfied, though. It is the right thing to do and it upholds the finest tradition of the NCO Corps.

We live in a highly competitive society and the Army has made it clear that it expects us to excel beyond the established standards. That makes competition keener, but it also whets our appetites for learning from one another, helping one another, and doing the little things that support the good of the enlisted force.

This message is not intended just for the NCOs, but to every enlisted soldier who has ambitions of attaining NCO status. Let's do what we can now to strengthen the fiber of the corps by working within our ranks to solve problems, provide guidance, direction, and to mentor our soldiers to take the initiative, identify a problem, assess it, and arrive at solutions. These caliber of NCOs will always succeed because they have a strong foundation, they identify with the creed of the noncommissioned officer, support it without reservation, and work diligently to create a harmony within the corps that benefits them, their contemporaries and future NCOs.

A lot is expected of every NCO. A lot should be expected of NCOs. Put whining above mission accomplishment? Not the NCO. Discredit the most honored corps of professionals? Not a leader of soldiers. Provide a solid role model and effective leadership? Yes, the NCO. Take care of soldiers? Always, the NCO. Put "me" ahead of "we"? Unacceptable of an NCO.

Let your actions speak loudest!! Don't tell me, show me.



# Commander's Corner

**Charles F. Scanlon**  
**Major General**  
**Commanding**

The Army continues on a course characterized by refining, restructuring and refocusing. The Army's 1995 end strength will be 535,000, compared with 780,000 last year.

We at INSCOM are a part of this downsizing effort. The command will go from eighteen major subordinate commands to twelve. In this new posture, we will retain our important missions of foreign intelligence collection, protection of the force, and production of intelligence on a global scale. The operative phrase for INSCOM in the years ahead is doing things differently, and doing them smarter.

Regional instability and uncertainty call for maintaining an intelligence vigilance, and INSCOM will continue to be a major player in helping our leaders sort out the new world order. To do this smarter we have tailored INSCOM to provide intelligence and force protection across the spectrum of conflict at the strategic, operational and tactical levels.

Collection is the life blood of intelligence. The old adage of "No Collection, No Production" is truer than ever. As a major contributor to our nation's collection effort, INSCOM enjoys the advantage of having all intelligence disciplines operating dynamically within the command. INSCOM's CONUS and worldwide HUMINT presence is key to satisfying national, theater and Army HUMINT collection requirements and adding to the synergy of the other INTs.

INSCOM's SIGINT efforts provide information, collected at fixed station and mobile activities located in Europe, the Pacific, and the Americas, to national and theater commands. As a result of the Army's drawdown, INSCOM, in close coordination with national agencies, is exploring emerging technologies to ensure that our worldwide monitoring efforts are not severely degraded. This cooperative effort is another example of our approach to doing it smarter.

INSCOM's active participation in our nation's Counter Drug Strategy includes the support of law enforcement agencies with tailored intelligence capabilities throughout the world. Recognizing the importance of this vital program, we will be doing more and more in the future to assist in the eradication of a pervasive and cancerous threat to our country.

Our support to the Army includes a variety of operations. We produce general military intelligence and scientific and technical intelligence through our Intelligence Threat and Analysis and Foreign Science and Technology Centers. These organizations



are key elements in the Army's research and development efforts through their analysis of potential threat combat systems. INSCOM also conducts multidiscipline CI to identify and neutralize the threat from foreign intelligence services and adversaries such as terrorists and drug cartels. Aggressive CI operations, investigations, document and personnel security support, and technical CI services comprise the core of these efforts.

Our regional EAC MI brigades support the European, Central, Pacific, Southern and Atlantic Commands and their respective Army Components. Beginning in October these brigades will augment the Unified Command Joint Intelligence Centers. These intelligence support elements will focus intelligence analysis and production of the threat ground forces for the commanders operating in those theaters. Additionally, our EAC brigades will provide the Army's support to the Joint Imagery, CI, Interrogation, and Captured Material Exploitation Centers, as well as Theater Army Electromagnetic Warfare and technical support.

Furthermore, the brigades' Echelons Above Corps Intelligence Centers manage the collection efforts for the Army Component commander and respond to the theater Army intelligence requirements. The EAC brigades also push support down to the corps level and provide intelligence support assets to each corps.

With a decreased number of forward deployed tactical forces, EAC MI support has become even more critical in preparing the war fighting commanders for crisis and contingency operations. In this capacity, INSCOM now has the role of architect and implementor for a seamless flow of quality intelligence support and products to the many component and joint commanders we serve.

The "more" we must do in the future is to operate smarter and focus on quality. The "less" is overhead, redundancy and duplication. The end result will be a smarter EAC capability for our Army and great nation.

Mission First, People Always.



# NCOES and the Link to Promotion

**Raymond McKnight**  
**Command Sergeant Major**  
**INSCOM**

The future brings change and challenge. The importance of the Noncommissioned Officer's Education System (NCOES) link to promotions and assignments requires emphasis. Leadership experience and selection for DA schools will play an increasingly important role in our future Army career development.

To be eligible for NCOES schools, soldiers must show potential to serve in a higher grade. In past articles I have emphasized the ingredients to nurture a soldier's potential for retention and promotion. A major element of the success recipe is motivation, pride, commitment to excellence, and understanding of promotion and the schools' selection system.

On October 1, 1989, DA required soldiers to complete PLDC to be eligible for promotion to sergeant. Units incorporated order of merit lists and adjusted almost immediately.

I am sure you are aware attendance for Basic Noncommissioned Officer's Course (BNCOC) is determined by the Department of the Army. Attendees are prioritized as follows: staff sergeants according to date of rank; promotable sergeants according to promotion points; sergeants according to date of rank; promotable specialists according to promotion points; and finally, specialists according to date of rank.

The Advanced Noncommissioned Officer's Course (ANCOC) selection process is of special interest due to the recent release of the FY 93 ANCOC Selectee/Alternate List. Promotable staff sergeants are automatically scheduled according to their date of rank. The next scheduled attendees are selected from the previous year's ANCOC Selection List, also according to their date of rank. Third priority attendees are sergeants first class and final candidates are ANCOC alternate selectees from the current year's list.



Leaders need to be aware that alternates not selected to attend ANCOC by mid-August will have to re-compete for selection during the October 1992 board. Additionally, the 4th Quarter FY 93 class is designated for staff sergeants selected for promotion during the October 1992 board.

Effective October 1, 1992, soldiers must be BNCOC graduates to be promoted to staff sergeant. On October 1, 1993, promotion to sergeant first class requires completion of ANCOC. The Department of the Army has proposed promotable master sergeants complete the Sergeants Major Academy for eligibility for promotion to sergeant major. This proposal is another indicator of increased emphasis of NCOES and the link to promotion.

The Army Chief of Staff has committed himself to ensuring the NCO Corps maintains a strong Noncommissioned Officers Education System. There will be fewer allocations for leadership schools. We can only afford to have outstanding soldiers attend these courses.

NCOES courses continue to experience "no-shows" and arriving soldiers who do not meet APFT and body fat standards. This is a failing of leadership and must be corrected. Leaders must ensure only the best soldiers attend and that they are prepared to learn all they can to be technically and tactically proficient.

The Army leadership continues to emphasize improving educational levels and leadership capabilities in order to progress and remain competitive in today's Army. The noncommissioned officer leadership must continue to play an increasingly active role in the preparation of tomorrow's leaders. As leaders, our impact on the Army will continue long after we have left active duty. By preparing our soldiers for the challenges of leadership in the 1990s, we preserve the Army tradition to lead, fight, and win.



# INSCOM Image Interpreters find the enemy

By Col. Robert H. Clegg  
Commander, Central Security Facility

During Operation DESERT STORM, from an intelligence perspective, imagery won the war. Factors such as the lack of vegetation, relatively flat terrain, and the static nature of the enemy disposition made imagery the ideal intelligence source to locate and target the Iraqi military forces, and it was, in fact, mainly from imagery that coalition attack elements fixed and destroyed Saddam's Army. INSCOM image interpreters played a key role in producing the imagery intelligence that has been credited with the large scale destruction of thousands of tanks and artillery pieces. More importantly reports and products produced by INSCOM interpreters are directly responsible for, in no small measure, the low casualty rates sustained by U.S. forces.

The INSCOM units involved in the imagery exploitation effort in Saudi Arabia were the 581st Military Intelligence Company, 66th MI Brigade and the 17th Military Intelligence Company, 513th MI Brigade. Both these elements deployed on short notice to be the Army representatives in the Joint Imagery Production Complex (JIPC), a theater intelligence organization under the J2, U.S. Central Command. INSCOM interpreters provided the in-theater order of battle data, the current intelligence situation, target development, battle damage assessment, combat operations planning products, search and rescue aids, and terrain and mapping products.

## 581st Military Intelligence Company

The 581st MI Company, commanded by Captain Kevin Enight, deployed from Zweibrucken, Germany and was the first unit assigned to the JIPC to arrive in Saudi Arabia. The Company drove to Rhein Main Air Base in four separate convoys beginning on December 15, 1990, and were air lifted on C-5 aircraft to Riyadh. Upon arrival in Saudi Arabia, the Company advance team met the main body and had arranged for movement of equipment to the JIPC site and for billeting for soldiers. Being the first JIPC unit in theater, the 581st MI started the construction of the facility. The 581st soldiers put up a portable C-130 hanger (Harvest Eagle Shelter), which they used to protect their equipment. Additionally, they constructed four smaller Harvest Bare shelters for other JIPC elements yet to arrive. A major facilities contribution to the JIPC by the 581st MI was power generators and the MP security force. As other Army, Marine, Navy, and Air Force units arrived at the JIPC, the basic operating structure of the site was in place for them.

The 581st MI Company had their equipment set up, tested, and ready for operations in four days of their arrivals. Shortly



**17th MI Company photo processing van was built from scratch in Riyadh, Saudi Arabia. (U.S. Army photo)**

thereafter, they began their mission of theater first phase, or immediate, imagery exploitation. Company interpreters were credited with finding SCUDs, SAM sites, chemical weapons storage areas, Silkworm Missile activity, among other Iraqi activities. 581st "finds" were immediately passed to targeting elements, attacked, and destroyed.

## 17th Military Intelligence Company

The 17th Military Intelligence Company, headquartered at Fort Monmouth, New Jersey and commanded by Captain Sandra Caughlin, has a contingency support mission. As a subordinate of the 513th MI Brigade, they were the obvious choice for Deployment to DESERT SHIELD-STORM to conduct the imagery intelligence mission. Detachments of the 17th MI had been supporting DESERT SHIELD from their CONUS bases at MacDill Air Force Base in support of U.S. Central Command, and at Fort Bragg in support of Third Army (ARCENT) and XVIIIth Airborne Corps.

On November 13, 1990, the 17th MI received a warning order to deploy to Saudi Arabia to be part of the Army representation at the JIPC. The Commander ordered the detachments to assemble at Fort Monmouth. By the end of November, detachments from MacDill AFB, Florida; Bergstrom AFB, Texas; Fort Bragg, North Carolina; and Washington, D.C. closed at Fort Monmouth. The 17th MI was committed to sea lift for most of their equipment. Soldiers deployed by air arrived, trained and ready in the last week of December 1990.



Upon arrival, the 17th MI reported to the JIPC. Light tables were set up but the Company lacked photo processing equipment. Photo processing equipment was immediately purchased on the local economy and soldiers of the 17th MI built a photolab in an old expanded van in a matter of days.

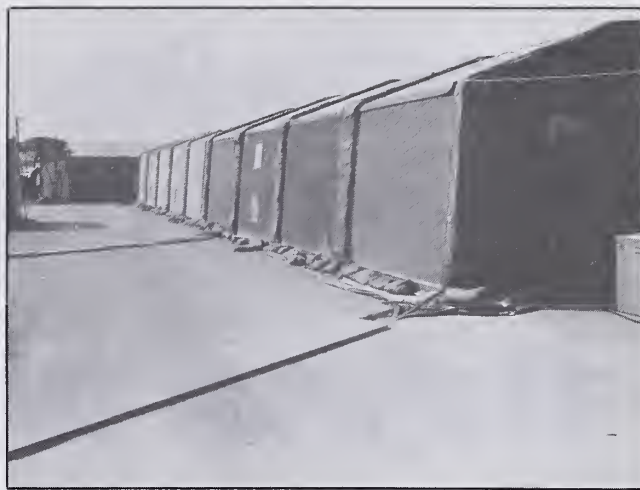
The 17th MI Company was given the mission to conduct second phase (detailed) exploitation of enemy ground forces, and special studies for Army combat units. Immediate requirements to locate Iraqi tank and artillery units were passed to the 17th MI. The 17th MI interpreters, using varied sources of imagery, met the requirements, such that the Air Campaign prep of the battlefield reduced the Iraqi military capability by nearly half. In conjunction with this effort, 17th MI interpreters prepared breach studies, overlays, all obstacles, locating and annotating on imagery such as fire trenches, wire, minefields, tank traps, and artillery covering these obstacles of the designated breach points where U.S. divisions would attack across the border. Other valuable products prepared by the 17th MI were main supply route (MSR) studies, providing mosaic-like products of accesses of advance. The mosaic of MSR Texas was especially valuable for XVIIIth Airborne Corps.

#### **24th Military Intelligence Battalion Aerials Reconnaissance and Surveillance (MIBARS) (USAR)**

A detachment of the 24th MIBARS (US Army Reserves) was also deployed to Saudi Arabia to augment Third Army G2, 513th MI Brigade, and the 17th MI Company. These soldiers performed a series of imagery related functions in an outstanding manner.



**INSCOM image interpreters find the enemy during Desert Storm on the JIPC compound in Riyadh, Saudi Arabia. (U.S. Army photo)**



**These shelters housed INSCOM's Image Interpreters during Desert Storm. (U.S. Army photo)**

#### **Intelligence Threat and Analysis Center (ITAC)**

INSCOM image interpreters at ITAC in Washington, D.C. had worked DESERT SHIELD-STORM requirements from the very beginning. They produced numerous equipment guides, border obstacle studies, and enemy disposition graphics. On a daily basis ITAC imagery products were flown to the JIPC for further dissemination in theater to Corps and ultimately to Divisions and maneuver commanders.

#### **Joint Imagery Production Complex (JIPC)**

Within Saudi Arabia, INSCOM image interpreters were part of the JIPC. As its name implies, the JIPC was a joint activity with the two Army INSCOM Companies, two Marine Force Imagery Interpretation Units, an Air Force Squadron, a detachment of sailors, a detachment of Special Operations soldiers, and a Commonwealth element of 36 image interpreters from the United Kingdom, Canada, and Australia. These units worked side-by-side exemplifying the joint spirit. They produced first and second phase imagery exploitation reports, some 14,000 in less than three months; annotated print products, over 57,000; and rolled imagery products, involving the processing of over 1.3 million feet of film, a rate unequalled in the past. Other special products included 550 BDA items, 1,300 target material graphics, and over 80 target kill arrays.

The kill arrays were an especially valuable product. INSCOM and the other interpreters could process an image of, let's say, a tank battalion. The entire battalion appeared on one image. Annotations on the image identified each tank. Additionally, grid coordinates with crosses were placed on the image. Over 50 copies of each kill array was dispatched to fighter squadrons, attack helicopter companies, and U.S. tank and artillery battalions. With the graphics, pilots could plan their attack, assign specific vehicles to be killed, identify the target quickly on station, and engage. This product allowed for 200 vehicle kills every day.

U.S. Army Intelligence proudly shares the success of DESERT STORM. INSCOM image interpreters provided that critical intelligence data required by Commanders to prosecute the war and win. A job well done!



## Memorial Day

# Remembering those who fell

Memorial Day is a time of mixed emotions. On the one hand, we celebrate the victories won by those members of our Armed Forces who paid the ultimate price. One hundred and twenty-five gave their lives in combat in the Middle East so that Kuwait would once again be a sovereign nation, and Iraq would be unable to threaten the tenuous stability in that area of the world.

Twenty-three gave their lives in Panama so that a corrupt dictator would no longer harass American citizens and mock democratic principles. Eighteen servicemen fell in Grenada to stamp out a repressive regime.

In each case, the cause was very clear: human dignity. For when one man or a government seeks to suppress the inherent right we all strive for -- the freedom to create a life for ourselves -- then human dignity shrinks a bit.

It shrinks further when dictators jump international borders and attempt to impose their will on sovereign, peace-loving people. It disappears when the occupying army seeks to wipe out the foreign culture through torture and wanton destruction.

At that point, our choices are limited. As President Bush said during a radio address last March to our troops in the Persian Gulf, "This is a war we did not seek and did not want. But Saddam Hussein turned a deaf ear to the voices of peace and reason. And when he began burning Kuwait to the ground and intensifying the murder of its people, the coalition faced a moral imperative to put a stop to the atrocities in Kuwait once and for all."

"Boldly, bravely," the President went on to say, "you did just that, and you did it in just six weeks, and in 100 decisive hours."

And so, now there are parades and unbridled joy. People were wounded and killed, but certainly not in vain. The cause was just. As Reverend Louis Pabst told the families and friends gathered at the funeral of Army Sergeant Ronald Randazzo, the first Marylander to perish during Desert Storm, "Ronald has given himself so we might continue to live free in a free nation that is built on freedom."

And yet, Memorial Day has a darker side. The survivors

return home to wonder why fate allowed them to survive and sent their friends to their deaths. In a press pool photograph that circulated in American newspapers just as the fighting in Iraq had tapered off, troops from the Army's 24th Mechanized Infantry Division were captured on film in the cargo bay of a helicopter shortly after a tank battle. One, a bandage covering his forehead, was transfixed, stunned by the nylon covered body lying next to him. The other, his arm in a sling, was unabashedly crying. The dead soldier was a crewman on his tank.

An irrefutable truth to those with combat experience is that death on the battlefield is never pretty, glorious or just. Most veterans will tell you that the wrong people get killed at the worst possible time under the worst possible conditions. During the lightning push of the Army's Tiger Brigade into Kuwait, a staff sergeant was shot dead by a sniper while he was checking the security perimeter of a battalion tactical operations center. The area was deemed relatively safe -- if there is such a thing in a combat zone. His peers attested to his soldierly skills. He had a wife and two children. He had no business getting killed, yet war is not very discriminating.

The amazing electronic weapons of the Persian Gulf war aside, combat is no video game. The deaths are very real and the subsequent sorrow debilitating. And Memorial Day, after all, is about those men and women in uniform who gave everything they had for worthy causes. There is a certain amount of celebration justified for the freedoms they have earned for us, but at times that seems overwhelmed by the sorrow of their loss.

Army Lt. Gen. Thomas Kelly, who you will remember as the primary Pentagon briefer during Desert Shield and Desert Storm, reflected on his long military career for news reporters. Despite the fact that he spent most of his life either in, or preparing for, combat, he was not about to glorify it.

"The military solution is never the simple solution," he said. "It's the most difficult of all solutions. It means you failed some other way. I think the lesson needs to be reinforced at every chance we get."

When everything else fails, then we call in the troops --



and the real story of Memorial Day is that despite the risks, they go. They know from their training and through stories from senior NCOs that combat has little in common with football, despite that overused and trite analogy. No man's land just beyond the friendly wire is nothing like first-and-10 at the 20-yard line. They know that when things get sticky, no referee will blow a whistle and come forward to prevent injuries.

And yet they still go.

As H-hour approaches, they begin to identify with the simple logic of one soldier who said last fall, "I can accept the bullet that has my name on it, but I can't handle the one marked, 'To whom it may concern.'"

And yet they still go.

Before the ground offensive into Kuwait and Iraq began, the parents of a tank platoon leader allowed the Washington Post to publish the letters he wrote home from the Persian Gulf. Understandably, the prospect of combat weighed heavily on their son's mind, but his thoughts were of his troops, not himself.

"Find the families of anyone in my platoon who is killed and try to console them," he asked of his parents. "To a man, they have excelled in a bad situation, and their families should mix some pride with their sadness."

A bad situation; pride with sadness; and yet they still went.

His letters painted a clear portrait of an officer proud of his men. He didn't want glory or fame for himself, only that his troops would be more than names on a gravestone if they were killed.

And that is the essence of this special day. Through all the ceremonies, parades, prayers and speeches, we must make the troops who have died in our wars more than just names. Let us resolve never to forget the freedoms they have won for us, nor the pain that must be endured by the family members they have left behind. The victory in Kuwait may have been historic and stunning, the low number of casualties a miracle, but as Middle East Commanding General Norman Schwarzkopf remarked, "It will never be miraculous for the families of those people who were killed."

Yet while there are tyrants like Saddam Hussein, there will always be wars. The mettle of the American people and our commitment to human freedom and dignity will certainly be tested again. But on this day, let's not forget the ones who cannot be here to join us. And in honor of that tank platoon leader's request, let's commit ourselves to never letting them become just names on a gravestone.

**SPECIAL EVENTS SPEECH SERIES**

*Not for fame or reward,  
not for place or for rank,  
not lured by ambition  
or goaded by necessity,  
but in simple obedience  
to duty as they understood it  
these men suffered all,  
sacrificed all,  
dared all—and died  
...NOT IN VAIN*





# Ron Crabtree: Thirty-six years of service

By Deborah Sellers  
INSCOM, IAOPS-H-C

On April 3, 1992, Mr. Ron Crabtree, INSCOM's graphic artist, was honored with a luncheon—attended by over one-hundred people—in the Mount Vernon Room of the Fort Belvoir Officer's Club. He retired after thirty-six years of federal service, virtually all with INSCOM and the Army Security Agency (ASA).

Crabtree is a Washington, D.C. native who was one of two illustrators at the INSCOM headquarters. His continuous service with INSCOM and with ASA dates from October 15, 1962.

At his luncheon, friends from INSCOM, the local area, as well as relatives and former coworkers from out-of-town gathered to express their gratitude to Crabtree for his friendship. Co-workers and friends recounted incidents when Crabtree had done the "seemingly impossible" in getting an unscheduled priority project completed on time. His coworkers spoke of his kindness and courtesy, and of the quality and artistic excellence of his work. Crabtree said, "I've enjoyed knowing the people I've worked with and I have been very happy with my job!"

Crabtree's interest in the graphic arts stemmed from early childhood. He remembers drawing pictures of family members. When asked what was the inspiration for his art as a child, Crabtree replied, "Believe it or not, the movies inspired me to draw."

In high school, Crabtree felt very fortunate to be able to devote more time to art. He took four years of art and two years of mechanical drawing. At that time his family moved to Oakton, Va. There, he attended Fairfax High School and was art director for his high school yearbook.

Immediately after high school, Crabtree accepted a job as an illustrator with the National Security Agency (NSA) at Arlington Hall Station. When NSA relocated to Fort Meade, there was virtually nothing there; it was out in the middle of the country. It was also a long commute from Oakton. Shortly, thereafter, Crabtree was drafted into the Army.

After basic training at Fort Jackson, S.C., he was assigned to Arlington Hall Station, Va. Continuing to progress in his career field as an illustrator, Crabtree was hired on as a civilian three days after his discharge from the Army. Although provided with opportunities at NSA and the Naval Security Group, he preferred to stay at Arlington Hall Station with ASA, a predecessor of present-day INSCOM.



**Sitting at his favorite spot--the drawing board--Crabtree works on a large wall chart. (Photo by Robert Bills)**

During the time he worked for ASA, Crabtree was immersed in his art. For fifteen years he met every Friday evening with a high school friend, Lizzie Hayes and her friend, Charlene Sisson, to paint. He recalls that each of them painted the same scene for comparison purposes, since each had a different style. Not surprisingly, Crabtree felt that a scene from a magazine picture was too dull, too dark, and added more vivid colors.

Crabtree did oil paintings for some of the people he worked with, at their request, for very nominal fees. He said, "I was very pleased to do that, and to know that they would be able to enjoy the paintings." He recalled one in particular that was very difficult. He said, "For me the challenge was just to see if I could do it. The money was not important." In reminiscing, he said, "That was a very happy time."



The biggest change Crabtree noticed with the creation of INSCOM in 1977 was that the authorizations for enlisted personnel under ASA decreased dramatically. He said, "We had gotten used to having some very talented people available to work on the different machines and we could do some amazing things in terms of graphics. It was tough seeing them leave."

Crabtree's versatility as an artist and the sheer diversity of the artwork he designed and created during his years with INSCOM staggers the imagination. He designed brochures, newsletter logos, charts and posters. As an enlisted soldier, Crabtree painted two large murals in the dining room at Arlington Hall Station. His commander was so pleased with the results that he granted Crabtree permission to live off-post!

In addition to murals, Crabtree created illustrations and covers for publications, including the *ASA Hallmark* and the *INSCOM Journal*, and produced unique and varied special art projects for the commanding general. He also designed displays for ceremonies and commemorative occasions, as well as preparing quality artwork for innumerable briefings.

Crabtree admits that what he enjoys most is working at "the board" on projects which require creativity. The sheer volume of the projects and jobs received on a daily basis can be overwhelming. When asked which is the graphics shop's busiest time, he replied, "We're *always* busy! We receive a pretty much constant workload. Of course, there are jobs which take priority. We have to drop everything and get those done. Other jobs have more lead time. But we do like to get the routine jobs out of the way so that we can spend more time on the creative projects. They're more fun."

As far as changes taking place in the world of graphic art, the most revolutionary is the use of the computer, Crabtree said. "We have been using the Genigraphic for years. We are beginning to use other systems now, like the Macintosh personal computer."



**Capt. John Skudlarek, HHC commander, congratulates Crabtree on his retirement. At his left is Ron's mother, Mrs. Crabtree. (Photo by Jose Santa Cruz)**



**Crabtree prepares to cut the chocolate cake, while members of the head table look on. (Photo by Jose Santa Cruz)**

One of Crabtree's most intriguing hobbies is his interest in English architecture. At one time he considered becoming an architect. In 1983 he visited England and toured some of the manor houses he had heard so much about. He wrote an article for the *INSCOM Journal* describing his trip and giving the background on these famous old buildings. The article was entitled "A matter of manors" and appeared in the December 1983 issue. In this article, he submitted architectural drawings of three of the great English Old Manor homes that he visited. Since that time, he has made two more trips to England to pursue this hobby.

When asked the predictable question, "What do you plan to do when you retire?" Crabtree did not miss a beat. He said, "I have four things I plan to do when I no longer have to get up every morning and come to work. The first project I'll work on is a painting I've been commissioned to do for Maj. Gen. Scanlon. The second is something to get me out of the house. I've joined a gym and intend to work out several times a week. Another thing I'm planning to do is restore a house that has been in my family for years. It is a thirteen-bedroom Victorian house in the Shenandoah Valley, and has tremendous potential for restoration and renovation. The fourth thing I'll do is visit friends all over the country. Of course, there are so many other things I enjoy or need to do now that I'll have more time—gardening; I need to do some house-painting; and other creative projects. I would really love to join a small theater group and work on set design."

It is crystal clear that he will not be lacking for interesting projects and may be even more busy now than when he was working here at INSCOM. With all these irons in the fire, Ron Crabtree will be a very busy man for the *next* thirty-six years.



# Cover art by Ron Crabtree

By Deborah Sellers  
INSCOM, IAOPS-H-C

During the time that Ron Crabtree worked at ASA and INSCOM, he did artwork for the ASA Hallmark and the INSCOM Journal. Following are explanations of some of the art designs that he did:

## August 1972 Hallmark - Money Management

The question, "Do You Manage Your Money? or Does Your Money Manage You?" is illustrated by a standing soldier who appears to be tied down by a web of objects. Upon closer observation, these objects turn out to be things like a sports car, house, appliances, travel (an airplane), luxury items (a fur coat), taxes, insurance, education (book), a sailboat, and savings (a piggy bank).



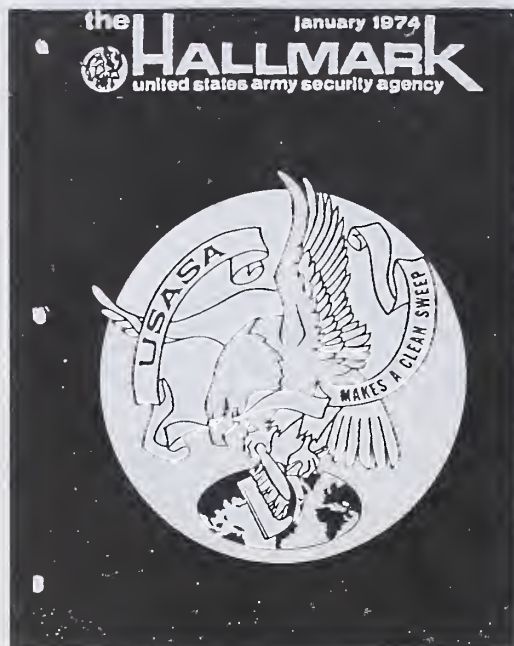
## June 1973 Hallmark - House Divided

Crabtree won the 1973 Army Newspaper Art Contest with his cover "A House Divided Against Itself Cannot Stand," designed to accompany the Secretary of the Army's remarks on equal opportunity and race relations. This acrylic illustration with sponge and stencil was also selected for special mention as the Best Graphic Design. It is interesting to note that Crabtree based the design on the barracks at Fort Jackson, S.C., where he had gone through basic training.



## January 1974 Hallmark - Clean Sweep

In talking about friends he worked with at Arlington Hall Station, when he and they were in the service, Crabtree said that he still keeps in touch with many of them. One of these friends is Wayne Salge, who now lives in Colorado. "I hear from him every year, at Christmastime," Crabtree said and added, "Wayne has done some very interesting combat art, from Vietnam, which is now in the INSCOM headquarters building." Salge drew the eagle for the January 1974 cover, and Crabtree modified it by giving the eagle a small broom and dustpan, to illustrate the feature article "ASA Makes a Clean Sweep for Ecology."







#### November 1975 Hallmark - Chessboard

Designed for Brave Shield XII, the chessboard pieces represent friendly and opposing forces. Although he does not play chess, Crabtree achieved a very realistic portrayal of a game in progress.

#### November 1977 INSCOM Journal - Energy Conservation

This issue of the *INSCOM Journal* addresses energy conservation—solar energy, oil, hydroelectric power, and coal, represented by the sun, an oil well, a hydroelectric dam and a lump of coal. Drawing upon Salvador Dali's surreal art, Crabtree added the watch, set at 11 o'clock, to indicate that time is running out. Crabtree said, "I did that cover for Lt. Col. Robert Loomis. He really liked it." (Ed. Note: Lt. Col. Robert W. Loomis was Public Affairs Officer from November 1977 to July 1980.)



#### December 1977 INSCOM Journal - Headquarters Building

This snow-covered scene of the Headquarters Building contains a great deal of architectural detail. Crabtree was already intimately familiar with the structure of the building, as he had constructed a model of Arlington Hall Station for a general officer's retirement dinner. Many of Crabtree's covers have details that one doesn't notice at first.

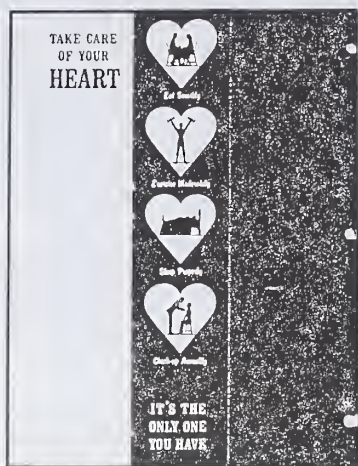




#### December 1978 INSCOM Journal - Christmas Scene

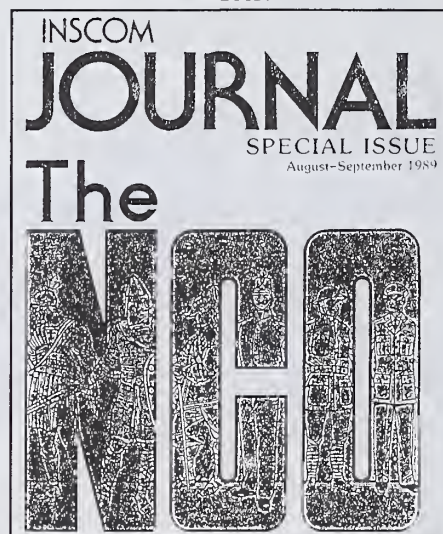
Crabtree's meticulously detailed attention to architectural features is immediately apparent in this front-and-back Christmas cover. The scene depicts a Christmas party on Capitol Hill, with the Capitol dome and the Washington Mon-

ument visible in the background. Crabtree brings into play his sense of humor by creating a scene in which the partygoers are dancing on the veranda, and only one man happens to glance up at the chimney, where who should appear there but jolly St. Nick and his reindeer!



#### February 1979 INSCOM Journal - Take Care of Your Heart

A playful and yet educational point is brought across on the back cover of this issue. The theme, "Take Care of Your Heart," is reinforced by four small hearts. Within each of the hearts is a representation of a healthy activity such as eating properly, exercising, getting adequate rest and having regular check-ups.



#### August/September 1989 INSCOM Journal - Special Issue: The NCO

Another front-and-back cover Crabtree designed recently is the special issue on the Noncommissioned Officer. On the front are six NCO's in uniforms ranging from ancient times to the present. On the back is the Creed of the Noncommissioned Officer and the NCO rank insignia, overlaid on the letters NCO. This issue of the Journal received numerous awards.



# WW II Artwork: An invaluable record of what war was like

By Rudi Williams

A photo captures a split second. A painting does more. It can incorporate all that went on before. It includes all the suffering and life a subject possesses.

The *Life* art collection of World War II is an obvious example of this. While a photo captures a moment in the war, the paintings in this collection capture the feelings of the artists and the subjects in a way that escapes photography, experts say.

*Life* magazine's art collection, which includes paintings and drawings of Army, Army Air Corps, Navy, Marine Corps and Coast Guard people, was given to the Department of Defense in 1960. About 80 works decorate a corridor near the Pentagon's Mall entrance. The Army's Center of Military History manages the rest. Several pieces of artwork are always on loan to colleges, universities and museums across the nation.

"When we put pieces from the collection on display, it's part of a larger collection that includes artwork done by active duty military people," said Army Lt. Col. Clayton Newell, chief of the center's Historical Services Division. "We don't treat the *Life* artwork differently from the rest of the collection. If someone wants a World War II exhibit, such as the air defense artillery, we may send them pieces from the *Life* collection and from others."

The *Life* art collection also includes the works of 29 artists who participated in the magazine's art competition for members of the armed forces. Congress initially authorized the Army's World War II art program, but it didn't last long before the lawmakers cut funding. Every penny was needed to finance the war.

But *Life* magazine came to the rescue. When Daniel Longwell, the magazine's executive editor, read about Congress scrapping the combat art program, he offered to hire the civilian artists. Seventeen of the 19 artists accepted his offer. Army officials continued to support the program by billeting artist-correspondents and providing transportation.

In the beginning, 19 civilian and 23 military artists were tasked with producing a pictorial record of World War II. They covered everything from the daily life of soldiers to battlefield action. They covered combat service support and characteristic views of the war zone.

The military's ultimate goal was to provide the American people a graphic depiction of the nation's sons defending

freedom of speech, freedom of the press, freedom of choice and all the other freedoms enjoyed in the United States.

Some thought being a combat artist was a soft, easy, safe job, but Newell said that's far from the truth. It was a tough, often dangerous job. Artists had to trudge through the same mud, knee-deep snow, driving rain, bone-chilling winter winds and steaming jungle alongside combat troops. Some were killed and wounded trying to mentally and physically record images of big-eyed, scared, battle-weary combat troops. They showed service members in foxholes, landing on beaches, preparing to take off from airfields, braving enemy fire and cutting through leech-and snake-infested jungle.

"The hardships and difficulties encountered by the war artist are not described in official histories, but they're vividly pictured in some of the works produced," said Newell. "Artillery fire, buzz bombs, jungle heat and freezing temperatures failed to deter the war artists, whose pictures reveal how World War II artists lived and died on the battle front."

As Newell sees it, the military's World War II oil and watercolor art collection is invaluable because it captures something that's lacking in photographs.

"They provide a view of World War II through the eyes of artists who are able to bring their emotions and feelings to bear," he said. "This can't be done in photography, where you have a split second image of something. When combat artists produce a painting or drawing, it shows something they witnessed and they're able to put their feelings and emotions into their work."

"The collection has a lot of emotional impact—positive and negative," Newell noted.

Mary Lou Gjernes, curator of the Army Art Collection, described one painting called the "2,000-Yard Stare" depicting a Marine "with the biggest vacant eyes you've ever seen." The Marine has seen too much war.

She described another work with a sentry standing guard over body bags on a hill near the site of the Normandy landings in France. In contrast, she noted, another painting shows a soldier picking flowers along a roadside in Tunisia.

To those who advocate a permanent display of World War II art, Newell said, "That's a good idea, but the art collection is getting a wider audience by displaying selected pieces in selected places around the nation." AFIS



# Recognizing Americans with Asian-Pacific Backgrounds

By Phoebe Russo  
INSCOM, PAO

Each year, National Asian-Pacific American Heritage Month is observed during the month of May. Recognition is afforded those Americans with Asian-Pacific cultural backgrounds and to those who made significant contributions to our great country.

Over four million Americans can trace their ancestry to Asia and the islands of the Pacific. Countries involved in the Asian-Pacific area are Japan, China, Korea, Vietnam, Indochina, and the Philippines. The latest census(1990) showed that Asian-Pacific Americans number 7.3 million or 2.9 percent of the nation's 249.6 million people, an increase of 107.8 percent since 1980. In this country, history shows that these people of Oriental ancestry have varied accomplishments and made many contributions for the good of mankind. Their contributions are manifested in the fields of education, science, industry, literature, commerce and the arts.

The Presidential Proclamation in 1978 authorized seven days in May be set aside for a special day to recognize Asian-Pacific Americans. The Proclamation was signed by then-president Jimmy Carter. The original seven days were extended to a month-long celebration by President George Bush in 1990.

Achievements of the Asian-Pacific people were recognized in their struggle to build our country into the great country that it is today. During World War II, the famed Japanese-American 442nd Regimental Combat Team became the most decorated unit of that era. Many members of the 442nd were presented the Medal of Honor for heroic actions during combat. They were distinguished in gallantry and were characterized by their endurance, resolute fearlessness.

The Asian-Pacific Americans, in their struggle for recognition, did not always find what they were looking for. Looking back through history, it was in 1848-52 that the Chinese arrived as indentured servants during the California Gold Rush. The bulk of Chinese immigrants arrived in this country as a cheap source of labor to work on the railroads, in the mines, and in other industries. Prejudice and discrimination among the Americans began to show in their dealings with the immigrant Chinese people and tax laws and limitations were focused against the Chinese. In 1856 a foreign miner's tax was levied against the Chinese to prevent them from panning for gold. In 1859 Chinese children were excluded from public schools in San Francisco; in 1882 the "Chinese Exclusion Act" suspended immigration of Chinese laborers for 10 years, creating separations of families since some men married before they left for overseas.

In 1883, after the Exclusion Act in 1882, Japanese immigrants replaced the Chinese as cheap labor. In 1890, the start of the Japanese immigration began, many of whom were male laborers from Hawaii. In 1898, after the Spanish-American War, the Philippines annexed to the United States with 31,000 Filipino laborers. In 1903 Korean contract laborers arrived in Hawaii; in 1904 the Korean movement to the United States began.



Things began to change in 1950. The people of the Pacific-Asian countries noticed that they were being accepted into the white population of the United States and that the American government was making changes in its rules and regulations. The "McCarran-Walter Act" conferred the right of naturalization and eventual citizenship for Asians not born in the United States, and set a quota of 105 immigrants per year for Asian countries. In 1965, the "National Origins Act" raised Asian immigration to 20,000 per year for Asian countries. Laws, already executed, were repealed and American rights were extended to the Asian-Pacific immigrants coming into the United States and who now had the opportunity to become citizens of the United States.

There were others of Asian-Pacific heritage who left behind a legacy of honor, of integrity, of fame, and gently touching mankind with their lives and their achievements.





# to my *Soldier*

By Mrs. Olen D. Cogan

I'm looking back upon my life  
As a so-called military wife.  
It was a challenge, and indeed,  
A life that takes a special breed.  
I had to do more than my share,  
Because my spouse was seldom there.

He was a soldier first of all;  
He was prepared to fight and fall  
For God and Country, but I knew,  
His love for me would see me through.

We met, got married. From the start  
The Army kept us lots apart.  
The field, the duty, TDY . . .  
No use complaining, asking "Why?"  
It seemed forever and a day  
My soldier-husband was away.

I asked myself, well, was it fair,  
To buy the house—he wasn't there?  
I'd changed from being a descendant —  
The Army called me a dependent . . .  
But here I was, I bought the house,  
Became an independent spouse.

A year went by, I had to learn  
That Army policies were stern.  
My faith began to wear and tear, I bore his child,  
he wasn't there.  
So no more kids, I could have sworn,  
But two more kids were promptly born.

At first I thought to move was grand,  
But then we moved from land to land  
With pots and pans and household gear,  
For thirty years—once a year.  
I clinched my teeth, I pulled my hair,  
Another move, he wasn't there.

He went to Nam, three years went by,  
I prayed to God he wouldn't die.  
And even though I felt alone,  
and asked myself, "Will he be home?"  
And even though three years were long,  
I somehow managed to stay strong.

I hugged the children, they were sad  
and always asking for their dad.  
I tried to make them understand,  
How much we all to daddy meant.  
Yes, every minute, every day,  
He loved us in a special way.  
It seemed too much for them to bear,  
A thousand times he wasn't there.  
Three years they only had their mom,  
But pretty soon their dad would come.

He loved his country, served with pride,  
His plea for freedom never died.  
He did what he had sworn to do,  
He stood behind "Red, white, and blue."  
And now I know, it was all fair,  
He had no worries, I was there.

**Editor's note:** The above poem was written a few years ago by Mrs. Cogan for Military Spouses Day. The author is married to a retired soldier.



# Mythological patron poses WAC attributes

The Goddess Pallas Athene, symbol of the Women's Army Corps, did not retire when the WAC colors were furled in 1978. And neither has her well-known image faded away.

Her visage appears on license plates, key rings and matchbook covers. Former WACs use soap, gold tees engraved with her likeness.

This isn't crass commercialism; coffee mugs and it's lasting love. Athene symbolized what the WAC was all about—womanly excellence and strength, in peace and in war.

"She represented all we in the Corps were about—dedication to keeping the peace, an emphasis on top performance of duty, and a kindness of spirit," said retired SGM Helen Allen, of the WAC Foundation, here.

Athene, often spelled "Athena," was Greek mythology's Goddess of War, storms, lightning and thunderclouds. But she also ruled over wisdom and contemplation; skill, spinning and weaving; and horticulture and agriculture. And she watched over people who worked in art, industry and education. Athene was the No. 1 promoter of general happiness.

"To express both sides of her character—terrible and mighty as compared with open, gentle and pure—she had the double name of Pallas Athene," explains a WAC Museum

Display. "Pallas was applied to her functions as the Goddess of Storms, Battle and Conquering.

"She presided over battles, but only to lead on to victory, and through victory to peace and prosperity. When the war is over, and the peace has been planned, then the Goddess Athene reigns in all gentleness and purity."

Other Army branch insignia represent particular functions of a group. But WAC duties were so diverse that no one symbol could be chosen. Thus was selected the multifaceted Pallas Athene.

"Pallas was the Goddess of the womanly arts, and she meant that you could adjust and adapt to get the mission done," said retired 1st Sgt. Molly Edwards, a WAC from 1957-1977. "She symbolized pride in our work, appearance, and Army role."

Edwards pointed out that when the WAC was disestablished in 1978, women still on active duty wore their new branch insignia, but hid Pallas Athene brass behind their collars. This, she said, wasn't out of disregard for their new position, but out of respect and loyalty to the Corps.

ARNEWS



The War Department produced a number of inspirational posters for recruiting purposes during World War

II. This one painted by Jes Schlaikjer in 1944 used a real WAC as a model.



# The contributions of women in military intelligence

By James Gilbert  
INSCOM, History Office

It was September 1940, and the breaking of the Japanese-diplomatic cipher PURPLE had for 18 months eluded the famed American cryptologist, William F. Friedman, and his staff at the Signal Intelligence Service (SIS). On a Friday afternoon at the SIS headquarters in Washington, D.C., Genevieve Grotjan, a junior member of the cryptanalytic team, interrupted Frank Rowlett, one of Friedman's key assistants, along with several other coworkers.

Frank Rowlett describes what happened next, "She takes us to her desk in the next room, lays out worksheets, points to one example, then another, then a third. She stands back, with eyes tranced behind her rimless glasses. I jumped up and down. 'That's it!'" Grotjan had provided the last piece of the puzzle in what is perhaps military intelligence's greatest singular triumph. Grotjan would be awarded the Exceptional Civilian Service Award for her outstanding contribution during World War II.

Grotjan was just one among a number of women in World War II who played a significant role in helping to break enemy codes and to secure U.S. communications. At Arlington Hall Station, headquarters to the Army's worldwide cryptologic effort, approximately one-half of the civilians were women employees. There was also a Women's Army Corps (WAC) detachment with 1,000 officers and enlisted women assigned to the Hall. In addition, WAC's were assigned to several of the monitoring stations such as Vint Hill Farms Station in Virginia and Two Rock Ranch in California. For their effort, the WAC's were recipients of the Meritorious Unit Commendation.

Women were also involved in other aspects of intelligence work during World War II. Numerous women were assigned to the Office of Strategic Services (OSS), led by the flamboyant Maj. Gen. William J. Donovan. One such woman was Virginia Hill. Born in the United States, Hill was an avid skier and hunter. During a hunting accident, Hill had lost her leg, which had to be replaced with a wooden one. Having resided in France before the war, Hill was the perfect individual to work behind enemy lines. Hill was known as the "Limping Lady," and although hunted by the German Gestapo, she was able to provide important information on enemy troop movement prior to D-Day, help rescue downed Allied pilots, and assist French guerrillas in carrying out sabotage and harassing tactics.

The role played by women in military intelligence in World War II led to new but still limited opportunities following the conflict. The Counter Intelligence Corps (CIC) graduated the first six women from its basic course in March 1947. One of these early graduates was Ann Bray. Maj. Bray served in Japan during the Korean War and was involved with the most important, most complicated cases ever handled by CIC: the North Korean Espionage Ring. She was an investigative agent on the case and she wrote the majority of the summaries that went to General Douglas MacArthur's headquarters. Because of her outstanding contributions, Maj. Bray would be affectionately known as the "First Lady of CIC."

During the Vietnam War, minorities played a significant role in the U.S. forces. However, women, especially those involved in intelligence work, were still looked upon as pioneers. Such a one was Specialist 7 Doris I. "Lucki" Allen, who served in Vietnam from October 1967 to September 1970. Besides serving as an intelligence briefer and analyst at Long Binh, Allen worked in the Army Operations Center, USA, Vietnam and with the Combined Document Exploitation Center in Saigon.

The decision to end the draft and depend on an all-volunteer Army, taken in 1971, forced the U.S. Army Security Agency (USASA) to take a relook at the use of women in MI-related occupational specialties. In June 1971, the Commanding General, USASA requested authority from the Department of the Army to open cryptologic training to women as a "hedge against possibility that USASA would not be able to recruit men in sufficient numbers to meet mission requirements." This authority was granted, and USASA enlisted its first female, Miss Linda Gayle Norris, at San Antonio, Texas on September 22, 1971. Other USASA firsts included WAC's being assigned to remote operational sites in Europe in May 1973 and two communications security trained WAC's participating in Joint Force Training Exercise "Gallant Hand 73." By 1976, ten percent of USASA's personnel strength consisted of female soldiers.

By 1978, the MI Branch had 415 female officers assigned, only nine percent of the total officers. However, within each year's new class of MI officers, the number of female officers with MI specialty had grown from a low of 2 percent in 1968 to a high of 35 percent in 1978. In 1980, the first women graduated from West Point, a new source of female MI officers.





# Importance of the IG process

By Col. Benjamin D. Koerselman  
INSCOM, Inspector General

I recently attended the World-Wide Inspector General Conference hosted by Lt. Gen. Griffith, The DAIG. The conference was noteworthy both for issues presented and the people who made presentations.

Among those speaking at the conference were the Secretary of the Army, key DA staff heads (DCSOPS, DCSPER and DCSLOG), as well as the Chief of the National Guard Bureau, the Army's Surgeon General, and the CG, PERSCOM. All reaffirmed the importance of the IG process. A keynote in this process, especially as we restructure our Army, will be stewardship. IG's will pay increasing attention to accounting for equipment and taking care of soldiers during this restructuring period. The Chief of Staff of the Army is also using The DAIG, to a greater extent, to assess training and readiness.

We, in INSCOM, were out front in our training management assessment that we conducted last year, but we should dust off that report to see where we need emphasis now. I will

discuss these issues, and others raised at the conference, in greater detail when I see you in my travels.

A second item I would like to plug in the Inspector General Assistance Request (IGAR) process. We continue to receive many requests for assistance and complaints from soldiers, civilian employees, and family members regarding matters resolvable at the local (company/battalion) level. Although we in the IG office always accept and process these requests, time can be saved if these matters are given thorough attention by the local chain of command and/or support personnel. We urge each commander and supervisor to ensure that all subordinates and family members know where to go with their problems and concerns, and are helped along the way.

Patience, persistence, and enthusiasm will generally result in problem resolution at the local level. We encourage you to call us with unique or difficult questions and problems. We can provide helpful information and guidance.



# DIMA Soldiers know the Scoop

By Sgt. David Jackson  
INSCOM, DCSRA

The Individual Mobilization Augmentee (IMA) program provides peacetime mobilization training for selected individuals to facilitate the rapid expansion of Active Component units that depend on Reserve personnel to activate during wartime missions. IMA's are authorized 12 days of annual training per year.

The Reserve "Drilling IMA" program gives IMA soldiers the opportunity to attend the normal 12 days of annual training per year, plus an additional 24 days of paid inactive duty training each year. DIMA soldiers are not authorized any travel expenses or mileage pay for the drills and must live within 50 miles of the duty station assigned.

INSCOM currently has 24 of 26 positions filled in various units, but looks to acquire additional authorizations in the future. DIMA's stay up with the current mission and help with special projects by normally training twice a month. Many of our DIMA soldiers get involved with the job that they volunteer additional hours of non-paid duty to make sure the mission is completed. This opportunity works particularly well considering that the soldier gets to decide when he will attend training. Many of the soldiers in this program work night jobs, so they come in a few times a month during the day to train.

The majority of INSCOM's DIMA soldiers are officers, but we are trying to get more enlisted personnel involved in the program. It is very important as a MI Reserve soldier to keep abreast of your particular special skills. We currently have four enlisted soldiers participating in the program in the MOS of 97B, 98C, and 98H.

The DIMA program will improve the Army's mobilization and wartime planning, mission capability, and deployment capability. The program provides more intensive



individual specialty and duty training that focuses on wartime mission accomplishments.

This is just one of the programs that the Reserve Component offers to MI soldiers. The Reserve MI Warrant Officer field is currently only at 50 percent strength. If you are planning to ETS you should check on turning in your stripes for bars. You may have the option of attending the Warrant basic course before you depart active duty. Check with your inservice retention NCO or call the INSCOM Reserve Affairs Team at DSN 229-1996.



## World War II

# The Principles of War in historical perspective

By Dr. John P. Finnegan  
INSCOM, History Office

### Mass and Economy of Force

Mass and economy of force are two principles of war that are inextricably interlinked, like two sides of the same coin. The one is simply the obverse of the other. To win, all available combat power must be massed at the point of decision. Necessarily, this implies that only the necessary minimum of force can be demoted to other sectors or purposes. A good practical example of the application of these principles in World War II can be found in the great German offensive in the West in May 1940, Plan YELLOW.

At the beginning of World War II, Germany faced a large strategic problem in any attempt to launch an offensive in the West. The French Army was still thought to be a formidable force, and the frontiers of France were protected by a powerful combination of natural and artificial barriers. That part of the Franco-German border not covered by the Rhine River was screened by the strongest fortifications in the Maginot Line. These consisted of underground fortresses backing up a line of bunkers and anti-tank obstacles. Contrary to popular mythology, the Maginot Line was not intended to be completely self-sufficient. Although mutually supporting, the forts had no anti-aircraft guns and lacked even medium artillery; their purpose was to serve as an anchor for the French field armies that would come in behind. Still, it was clear that the Maginot Line could not be reduced without a long-drawn-out and bloody siege unpleasantly reminiscent of the World War I Battle of Verdun.

Since the Maginot Line ended at the Belgian border, the obvious German strategy was to outflank it by a massed attack through neutral Belgium and Holland. In fact, the German General Staff advocated exactly this line of approach in 1939. According to the original German war plan, the bulk

of assault divisions would be assigned to Army Group B, the bulk of assault divisions would be the northernmost of the three army groups in the list; the remaining two army groups would be relegated to an economy-of-force role, standing on the defensive. This, too, was reminiscent of World War I. In 1914, in accordance with the dictates of the *Schlieffen Plan*, the Germans had massed their forces on the right to make a great wheeling movement across Belgium and Northern France intended to envelop the whole French Army.

However, this approach was not completely promising. The original *Schlieffen Plan* had counted on the factor of surprise, and even then had failed. The French and their British allies would now be expecting a reprise, and this time would be ready. Once German forces had violated the neutrality of the Low Countries, British and French mobile armies could advance to their support, pivoting on the Maginot Line, and take up positions behind defensible river lines in Belgium. Numerically, the combined French, British, Belgian, and Dutch Armies would be an even match for the German forces. The most probable result would be another military stalemate. Germany might be able to gain naval and air bases for operations against England, but the German Army high command saw little prospect for a decisive stroke.

As it turned out, the original German plan was never implemented. Bad weather conditions prevented any attempt at an offensive in 1939 and early 1940, and then an ill-fated German courier plane crash-landed in Belgium with the complete set of warplans, compromising the whole scheme. In the meantime, however, a bright German officer, Colonel Erich Von Manstein, came up with an idea of his own and successfully marketed it to the Fuhrer, the ultimate source of all German strategic thinking.

Manstein proposed to use the original German design of recapitulating the *Schlieffen Plan* as a decoy. Army Group B would attack Holland and Belgium as planned, but with considerably weakened forces. Of the Army group's thirty divi-

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*This is Part V, Mass and Economy of Force, in a series of articles on the Principles of War in Historical Perspective: The World War II Experience.*



sions, just three were *Panzer* formations. This force, however, would be formidable enough to suck the British and French forward into advanced positions. At this point, Army Group A in the German center, now allotted 45 divisions, would attack the French at their weakest point. As the Allied Armies pivoted around through Belgium like a great swinging door, Army Group A would strike at the door's hinge with a spearhead of seven *Panzer* and three motorized divisions, attacking the juncture point where the Maginot Line left off and the mobile forces began. Army Group C, with nineteen infantry divisions and no *Panzer* divisions at all, would quietly sit back across the Rhine River and wait for developments.

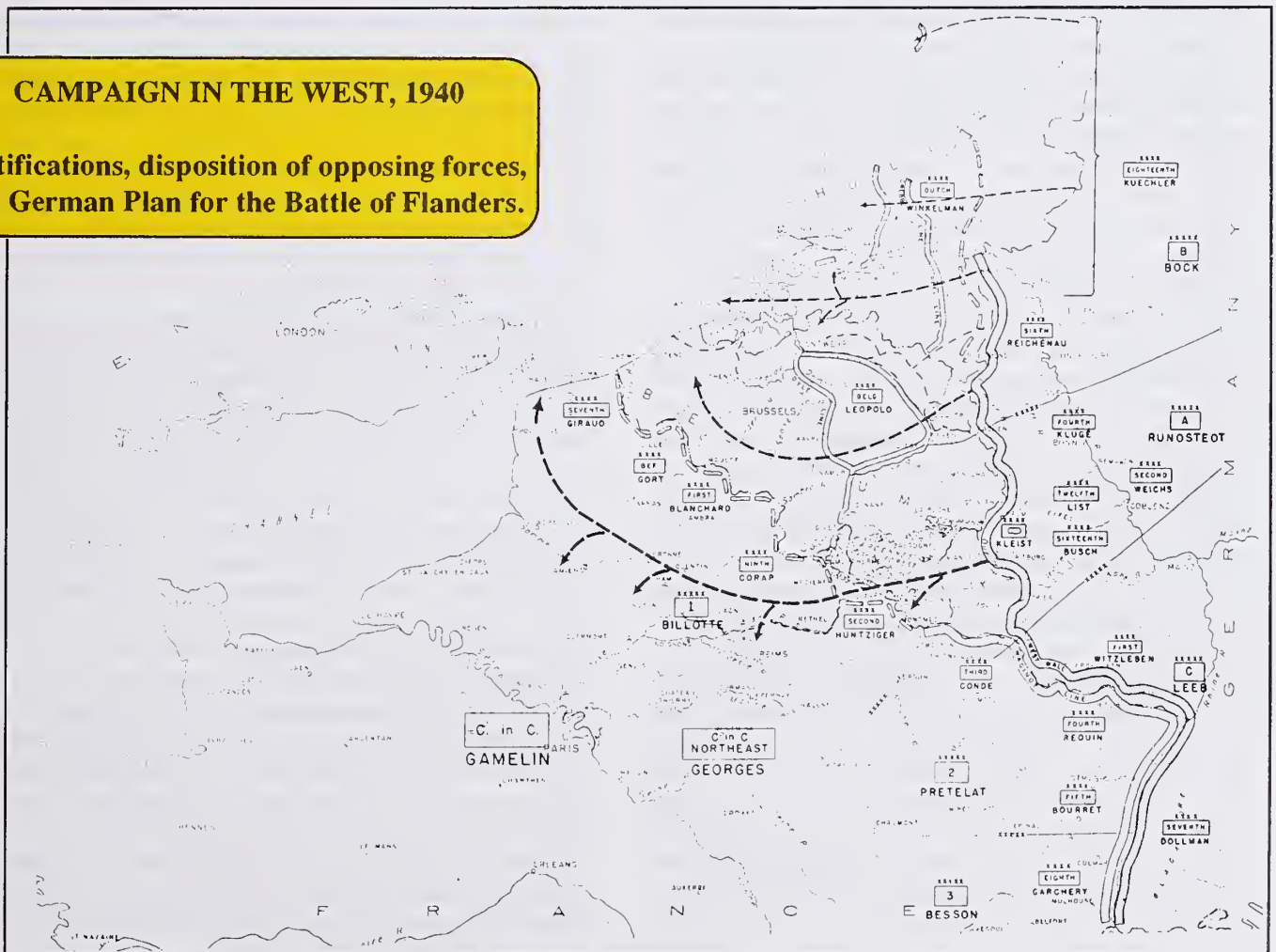
Manstein's innovative application of the principles of mass and economy of force set the stage for a classic demonstration of yet another principle of war, that of maneuver. On May 10, 1940, Germany attacked. Three days later, dive-bomber supported German *Panzer* divisions broke through the center of the French line at Sedan on a fifty-mile front. The French command structure and French troop morale collapsed together in a heap as the steel sickle of the German armored column cut its way relentlessly to the sea, severing the communications of three French armies and the British Expeditionary Force. It is clear that the Allies were not outgunned but outmaneuvered in this conflict; they had more tanks and

more artillery than the Germans, if fewer aircraft. But the French Army was still geared to the operational tempo of World War I and simply could not cope with an irruption of armor in its rear or with unremitting attacks from the air.

Still, it should not be forgotten that the French loss resulted from a poor application of the principles of mass and economy of force just as much as it did from their incapacity to adjust to the operational style of the German *Blitzkrieg*. There is a telling anecdote in Winston Churchill's memoirs which helps to establish the point. Visiting France in the midst of the crisis, the British Prime Minister asked French Commander-in-Chief Maurice Gamelin in his halting French "Où est la masse de manœuvre?" In response to Churchill's question as to the whereabouts of the French strategic reserve, Gamelin could only shrug and reply, "Aucune"—there was none. Whereas the Germans had massed their forces at the decisive point, the French had chosen to risk a mobile encounter battle on unreconnoitered ground with no reserve left to commit. Meanwhile, four whole field armies sat idle in the Maginot Line, and France's most modern large formation, the Seventh Army, had been sent off on a wild goose chase to secure a foothold on Dutch soil far from the main battle. On many levels, the Germans in 1940 had managed to match their own strength against an opponent's weakness.

## CAMPAIGN IN THE WEST, 1940

Fortifications, disposition of opposing forces, and German Plan for the Battle of Flanders.





# Security Objectives and your responsibility

Submitted by DCSSEC

In order to establish and maintain a certain level of security, there are a few security objectives. They are not merely items listed on a piece of paper; they are objectives that you should think of as personal goals that all INSCOM employees should strive for in their everyday lives. It takes little effort to keep these objectives in mind, but it takes a tremendous amount of effort to recover from the damage due to their neglect. Some of these security objectives are discussed below.

## **Prevention of Loss or Compromise of Classified Information.**

The rate of spy activity has increased alarmingly in recent years. Numerous cases appear in newspapers, on television, and even in the movies. It is difficult to believe how some trusted employees would sell secrets to others for use against the United States or to gain the edge in certain technologies. There are indications that more cases may not have come to the surface. It is clearly up to INSCOM employees to ensure that even the smallest possibility for compromise is prevented.

## **Prevention of Damage to Government Property.**

This is everyone's job. It is a responsibility similar to that of maintaining your personal property at home. You take care of possessions that you have paid for, why shouldn't you care for the things your hard-earned taxes have bought? In the final analysis, it is the individual who pays the bill.

**Countering the Collection of Security Related or Sensitive Information by Foreign Agents.** As outlined in AR 530-1, Operations Security or OPSEC is mandated to develop and provide programs to augment the traditional security programs, such as physical, information or personnel security and communications security. OPSEC is the protection of military operations and activities resulting from the identification and subsequent elimination or control of intelligence indicators (vulnerabilities) which are susceptible to hostile exploitation. It is a process to deny to potential adversaries information about capabilities and/or intentions by identifying, controlling, and protecting generally unclassified evidence of the planning and execution of sensitive activities. You can be helpful in supplementing this program by being more aware when handling or dealing with all DOD information, both sensitive and nonsensitive.

As an INSCOM employee, one of your first and foremost

responsibilities is a commitment to security. When you began your work with INSCOM, you signed a Nondisclosure Agreement which states that you will not disclose classified information. With that document, you took upon yourself a commitment that you will carry with you beyond your service with INSCOM. Any classified information that you come into contact with must be protected at all times.

The importance of a total commitment by every INSCOM employee to security awareness cannot be overemphasized. Without your cooperation, the security programs developed over the years will be in jeopardy. You must be actively involved. You must do things: from simply keeping careful watch over documents you are working with, to being aware of the comings and goings of strangers, to discussing classified topics only in the proper environment.

You are asked to take an active part in protecting both INSCOM's and your country's vital secrets. This means that you must choose to do what you know is right. This means that you are asked to keep your sense of security awareness strong. Now and for the future.

As some people proceed with their careers working for INSCOM, the idea of spying may cross their minds. They may be experiencing emotional difficulties, or perhaps feel that life could be more exciting. Convicted spy Christopher Boyce has described his life as a spy as "... horrendous . . . like having a cancer . . ." while he was spying, and that the KGB "never let go; they were always there, exploiting and controlling him like a puppet . . ." He warned: "If people knew how badly espionage would poison their lives . . . what it would mean to them personally, as individuals . . . , then they would never become involved."

A network of security awareness is something everyone must work toward. It is INSCOM's best weapon against the few who might consider espionage an option in their lives. Security at INSCOM begins with each individual. Your perception of and attitude toward your role in the INSCOM security program is vitally important to our continued success. The old adage about a chain being as strong as its weakest link is certainly appropriate. One serious breach of security can have a devastating effect on our ability to protect our country. It takes only one person's failure to impact on us all.



# Civilian pay changes slated for FY 94

By Jim Garamone

The way the federal government pays civilian employees will change radically in the next two years.

Under the Federal Employee Pay Comparability Act of 1990, the way the annual pay adjustment is computed for DoD's general schedule civilian employees, including those in the performance management recognition system, will be in place by January 1994.

The new system will base pay on a nation-wide adjustment and a locality comparability payment. That is, federal employees in high cost-of-labor areas will receive more money than those in lower cost-of-labor areas. Currently, the government generally uses only a nationwide adjustment, and all employees in a grade receive the same pay no matter where they work.

"It became obvious that if we wanted to attract quality people in high cost-of-labor areas, we had to pay them competitive salaries," said Earl Payne, director of compensation for DoD. High-cost areas such as New York, San Francisco and Los Angeles were finding it increasingly hard to attract and retain qualified personnel. Pay adjustment programs already implemented in some high-cost areas will continue. The nationwide adjustment will continue. Tied to the Bureau of Labor Statistics' employment cost index, it is essentially a survey of nonfederal salaries. It is what the federal government must compete with when looking for new employees or in keeping those already on board.

Under the new system, general schedule pay will be adjusted by the index minus 5 percent. So if the employment cost index is 4.7 percent, the adjustment for GS employees worldwide will be 4.2 percent.

Therefore, adjustments for federal (GS/GM) employees will be tied to a standard indicator. Tying the adjustment to the index provides an earlier projection of future increases. With certain exceptions, the government must give the index minus .5 percent. "This should help federal salaries to at least stay in line with those in the private sector," Payne said.

The real change is locality, which will vary by geographic area and, again, be computed by the Bureau of Labor Statistics. While the government would like full comparability between federal and private-sector pay, locality pay is mandated only in areas where private pay is more than 5 percent higher

than for comparable GS positions. So if the gap is 4 percent, for example, locality pay may not be implemented.

Defining geographic sectors entitled to locality pay is open for discussion. For example, the pay gap in Washington, D.C. may be over 5 percent, but what makes up the Washington area? Is Fredericksburg, Va., 45 miles south of Washington proper, part of the geographic area? Another example is New York City. Many people commute from Wingdale, N.Y., 75 miles north of Manhattan. Should that be a part of the geographic area?

A nine-member Federal Salary Council will set the boundaries for the areas. The council—made up of experts in pay and compensation and employee organization representatives will survey data from the Bureau of Labor Statistics before making any recommendations.

Office of Personnel Management official Anthony Ingrasias is the council's acting chairman. He said the council is working under a plan submitted by the bureau to survey 32 metropolitan areas that each have 10,000 or more GS/GM employees.

Questions the council must address before tackling the locality pay areas include determining if pay localities should have a minimum number of federal and non-federal employees for salary comparison purposes. The council will look at local labor markets, commuting patterns and other employer practices when deciding the locality area. It will pass its recommendations to the President's Pay Agent. The Pay Agent is the Director of the Office of Personnel Management and the Secretaries of Labor and Defense.

The federal government will phase in the reduction of local pay disparities. GS employees in the affected areas will not see sudden monster raises on Jan. 1, 1994. The pay comparability act requires reduction of local disparities over a nine-year period. At least 20 percent of relevant pay disparity must be closed in 1994 and additional 10 percent each succeeding year.

Again, discretion built into the system allows the president to reduce both the nation-wide adjustment and locality pay based on a national emergency or severe economic conditions. AFIS



# Good nutrition improves lifestyle

**By Capt. Pamela Otton**  
**Tripler Army Medical Center**

Young Americans say they care about their diets and health, but their eating habits say otherwise.

A New York Times 1988 survey showed that 18-to-29-year old Americans were eating more poorly than in years before. They ate more snacks and desserts and less fresh fruits and vegetables. For example, potato chips were more common than baked potatoes in their diets.

In spite of their eating habits, 90 percent of those polled said they were concerned about their diet; 505 of them specifically worried about cholesterol.

Diets changed a lot during the 1980s, with many factors involved. Young adults began eating out and buying take-out food more often. Many of them lived in single-person households and didn't take time to cook.

If this sounds like you, take heart. You can make good nutrition a priority in your life, whatever the circumstances. Your lifestyle upgrade can be broken into four steps: inventory, shopping, planning and enjoying.

Make an inventory. Check your kitchen to see what you already have. Remove boxes of cereal, mixes or snacks that have saturated fats, such as palm or coconut oil and lard. These fats increase the cholesterol level, which raises the risk of heart disease.

Move candy and dessert items to the top shelf, or lock them into a closet, for use only on holidays or special occasions. List the basic foods you lack, such as proteins, grains, fruit, vegetables and dairy products.

Go shopping. Pick foods that are nutritious and easy to fix. You'll probably find that, ounce for ounce, the healthy foods suggested below will cost less than many tempting snack items:

- grains—whole wheat bread, whole grain dry cereals, pasta, rice, quick-cooking oatmeal, and plain popcorn (beware of added fats in microwave varieties)
- protein—frozen packages of ground turkey to use like hamburger, frozen plain fish fillets, tuna canned in water, vegetarian refried beans that don't use lard, canned and dried beans, and tofu
- fruits and vegetables—buy fresh only what you can eat within a few days. Try using frozen vegetables that you can use and reseal as needed.
- dairy products—fresh and powdered nonfat or skim milk, part skim cheeses, and plain lowfat yogurt to substitute



for sour cream or for mixing with fruit or cereal at home.

Plan menus. Try to write out the main dish a few days in advance. To make dinner easier after work, let early-arriving family members make a salad and set the table, or do this yourself in the morning before work. Don't waste leftovers; if you have a large roast or casserole, freeze it for a future busy evening.

In addition to the main dish at each meal, make sure you include fruits and/or vegetables, a grain and some dairy products. Frozen vegetables are handy because they need no washing or cutting. All of these food groups contain carbohydrates and important vitamins and minerals.

Enjoy. When you eat, focus on eating as something to be enjoyed by itself; refrain from watching television or reading. As you take the time to eat, you'll appreciate more what you're eating and the efforts that have made the meal more nutritious. **ARNEWS**

# Background Checks for people working with kids

By Master Sgt. Linda Lee

Recent laws require criminal background checks for DoD's child care providers and others responsible for children's welfare.

Pentagon officials hope the checks provide an added measure of safety for the children. The checks are being made under the direction of the Crime Control Act of 1990. Checks do not extend to home care providers.

"The checks will help us make sure we don't hire someone with a background of child abuse or violence," said Gail McGinn, director of DoD's Office of Family Policy, Support and Services. "They should act as a deterrent. People might think twice about applying for a job if they know we're going to run a check and they have histories of abuse or violence."

The FBI will conduct one check based on fingerprints and personal information. Making the background check even more complete is a request to criminal history repositories of all states where an employee has worked, said McGinn. She expects state help to vary; some respond better than others.

The military services have already begun checking on the more than 50,000 people who currently work with children, she said. Among these workers are bus drivers, child development center employees, medical staff, youth staff and school personnel. Any person who applies for such a job must undergo a criminal background check.

McGinn said the 1990 crime control law requires agencies

to do background checks before hiring people. She said DoD could not comply with the original law "because we would literally have had to shut down facilities for four to six months. That's why we asked Congress for some latitude and were able to get it. Plus, we were already in compliance with parts of the law."

She estimates that checks on current employees will take about six months to complete. They can continue working while the checks are being made, but they have to be under "line-of-sight" supervision by an individual whose check is already completed.

If the check comes back with derogatory information, the person has the right to challenge. A derogatory report may include conviction for a sex crime, a substance abuse felon, a violent crime or any offense involving a child victim but not limited to such convictions. Whether such workers can keep their jobs will be decided case by case, said McGinn.

Individuals who apply for vacancies will be hired temporarily with the "line-of-sight" supervision stipulation, said McGinn. Whether they are hired permanently depends on the outcome of the background check.

"DoD has always cared about the welfare and safety of our children. We have always had a commitment to their safety," she said. "We want to protect our children." **AFIS**

## Regulation due on women's service limits

The Army will soon release its first regulation on combat related assignment restrictions for women.

Due out this summer. AR 600-13, *Army Policy for the Assignment of Female Soldiers*, consolidates portions of other regulations and policy statements "for clarity and ease of administration" the draft regulation states.

It isn't intended to open or close existing Tables of Organization and Equipment Positions, said Lt. Col. Marcene Etchieson of the Soldier Policy Division at the Pentagon.

The new regulation simplifies the coding system for TOE units. Instead of seven codes, there are now just two: P1 for positions closed to women; and P2 for open jobs. All positions on Tables of Distribution and Allowance will be coded gender neutral, except for special cases approved by Headquarters, Department of the Army.

In AR 600-13, the Direct Combat Position Coding System

classifies each duty position in the Army by the probability of direct combat.

The Army policy excludes women from assignment to specialties, positions or units assigned the routine mission of engaging in direct combat—units such as infantry, armor, cannon artillery, short-range air defense, combat engineer and combat aviation. It also excludes women from jobs and units that are routinely located with direct combat units, Etchieson said.

Unlike the Air Force and Navy, there is no law governing the assignment of women in the Army. Instead, the Army's policy for the assignment of women soldiers incorporates Department of Defense guidance and limits high-casualty risk. But it doesn't prevent women from exposure to combat or from becoming casualties, Etchieson said. **ARNEWS**



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**FLARE**

## ASIAN/PACIFIC-AMERICAN HERITAGE MONTH



**Brahmaputra Valley, India (April 5, 1942)** — The first Army Air Force transport took off from here today bound over "The Hump" for China some 559 miles away. Laden with supplies of gasoline, its route will take it over mountain peaks that reach heights of 16,000 feet.

**INDOCHINA (July 1943)** — Indo-Chinese guerrillas continue to supply valuable intelligence and information about Allied POWs while conducting occasional raids on the Japanese occupation forces.

**Samoa (January 1944)** — Like many other tropical paradises, life on American Samoa is a lot more hectic than it was before the war. Navy aircraft land and take off. Supply vessels arrive to pick up cargo and depart, and the island knows it's part of the war effort.

**Negros, The Philippines (March 29, 1945)** — U.S. troops landed on this central Philippine island today and were joined in battle by an estimated 14,000 Filipino guerrillas who had been harassing the Japanese and passing intelligence to the Allies since the fall of the Philippines in 1942.

**SOMEWHERE IN ITALY (April 5, 1945)** — Army Pfc. Sabao S. Munemori today joined the swelling ranks of Italian campaign heroes. The Japanese-American gave his life while saving two comrades and playing a vital role in clearing the path for his company's advance.